

Series I  
Correspondence,  
1932-1973

Box 9, Folder 2

April 4, 1968 -  
December 30, 1968

0656

CROWELL-COLLIER EDUCATIONAL CORPORATION

A SUBSIDIARY OF CROWELL COLLIER AND MACMILLAN, INC.

866 Third Avenue, New York, N.Y. 10022

1- 212 935 2000

April 4, 1968

Admiral Richard W. Bates  
12 Mt. Vernon Street  
Newport, Rhode Island

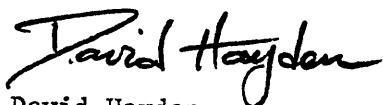
Dear Admiral Bates:

The article MILITARY STRATEGY AND TACTICS that you had a hand in writing for Collier's Encyclopedia has recently been reviewed in the interests of bringing it up to date. We would like you to look at the sections you wrote (2200 words) and make any changes you feel are necessary. In addition, we would appreciate your doing the same for a 1700-word section--Naval Reserve of the United States--in an article MILITARY SERVICE. We can offer a fee of \$20 for reviewing these sections and .05¢ a word for material added or rewritten.

If you can do this, Admiral Bates, tearsheets will be sent to you.

The revised material should be returned to me by May 1, 1968.

Sincerely,



David Hayden  
Associate Editor

DH:jg

0657

1 212 955 2000

CROWELL-COLLIER EDUCATIONAL CORPORATION

A SUBSIDIARY OF CROWELL COLLIER AND MACMILLAN, INC.

866 Third Avenue, New York, N.Y. 10022

May 6, 1968

Admiral Richard W. Bates  
12 Mt. Vernon Street  
Newport, Rhode Island

Dear Admiral Bates:

It was good of you to call me today explaining your willingness to work on the Naval Reserve section of our article on MILITARY SERVICE, time and good fortune permitting.

Enclosed are the tearsheets for the article and as you can see, the section is quite dated. I do hope that you can do something with it to bring it up to date, even if you cannot redo it to make it even more informative. It is very important that some work be done on this as the rest of the article--some 6,000 words on the other services--has already been updated.

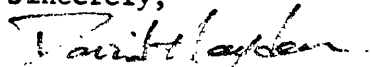
Regarding time, you have several choices: the first would be to get the material to me by June 7 at the latest so that I can get it in at the last minute before the volume goes to press. Should that prove impossible because of delays in Washington, a second date, June 21 would be acceptable; if I get it by then, I can put it into the page proofs without too much trouble. Beyond that date there are another few days, perhaps even a week or so, but the possibility of missing getting the information into this current revision is great.

I suggest that you go ahead and work on it without looking over your shoulder at these dates and let the vagaries of mailing and review by Washington take their toll if they must. At worst, we will end by using the material for the next revision.

To speed proceedings, I am mailing the tearsheets now and will send contracts later. The reviewers fee will be \$10 plus 5¢ a word for material revised or rewritten.

Thanks again for your offer of help, Admiral Bates; I do hope you will be able to handle this for me.

Sincerely,



David Hayden  
Associate Editor

DH:kmm

Enc.

0658

CROWELL-COLLIER EDUCATIONAL CORPORATION

A SUBSIDIARY OF CROWELL COLLIER AND MACMILLAN, INC.

866 Third Avenue, New York, N. Y. 10022

June 3, 1968


Admiral Richard W. Bates  
12 Mt. Vernon Street  
Newport, Rhode Island

Dear Admiral Bates:

Thank you for returning the signed copies of the contract covering on Military Service. Enclosed please find a countersigned copy of the contract for your records.


We are delighted to have you working with us.

Sincerely yours,



Don Hunt  
Senior Editor  
Collier's Encyclopedia

DH:jg  
Enclosure



0659

Admiral Richard W. Bates  
12 Mt. Vernon Street  
Newport, Rhode Island

CCEC-C:2-1/63

28<sup>th</sup> RWB.  
Date: May X, 1968

Crowell-Collier Educational Corporation  
866 Third Avenue  
New York, New York 10022

Gentlemen:

1. I hereby accept employment by you in connection with encyclopedias to be published by the Crowell-Collier Educational Corporation, located at 866 Third Avenue, New York, New York 10022 (as used herein, the word, "Publisher" shall mean the Crowell-Collier Educational Corporation, its subsidiaries, affiliates, successors and assigns), as follows: to review, revise, rewrite articles, and write new articles as more fully described in Schedule A hereto annexed and made part of this agreement.

2. In consideration of the services being performed for you, hereunder, you shall pay me and I agree to accept payment to be made as follows:

See Schedule A

Upon payment to me of the foregoing sum my work shall become your sole and exclusive property and all rights in and to such work of whatsoever nature, shall inure to your benefit throughout every country of the world as my employer. You may in your sole discretion revise, edit, rewrite, excerpt or otherwise utilize my work to the extent appropriate to your publishing projects; and to publish and/or cause the publication thereof or refrain from doing so.

3. I agree to submit upon the signing of this agreement, biographical data in form and content to be approved by you, which at your option you may use together with my name and likeness in said encyclopedias and in connection with the promotion and sale of said encyclopedias.

4. I have informed you that during my performance of the services under this agreement, I may be performing similar services for persons, firms, or corporations engaged in the publication field. Notwithstanding such other employment, I agree not to divulge, reveal, discuss or in any manner advert to any aspect of the services being performed for Publisher, the Work being performed hereunder, or the subject matter of the encyclopedias in connection with which publication I am being employed, without first securing your prior written approval.

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5. I warrant and represent (i) that I have full power and authority to enter into this agreement and that no prior contract or agreement of any kind has been entered into by which will interfere with the work being done in connection with the articles listed on Schedule A annexed to this agreement; (ii) that the work being done by me in connection with the articles listed on Schedule A is my exclusive and original work, except as to public domain material; that it will contain no material which, if published, will be libelous or otherwise contrary to law or which will infringe upon any property right at common law or any statutory copyright; (iii) that I will defend and hold Publisher harmless from and against any suit, claim, demand or recovery arising out of, by reason of, or in connection with the breach of any of the foregoing warranties and representations.

Very truly yours,

Richard W. B. Bate

Agreed to and Accepted

THE CROWELL-COLLIER EDUCATIONAL CORPORATION

By Emanuel Friedman

Managing Editor

0661

THE CROWELL-COLLIER EDUCATIONAL CORPORATION

Schedule A

DATE: May 7, 1968

AUTHOR: Admiral Richard W. Bates  
12 Mt. Vernon Street  
Newport, Rhode Island

Assignment

Review and revision of the article on Military Service.

Fee: <sup>2475</sup>~~\$10.00~~, plus 5¢ per word for material revised or rewritten.

All material to be submitted by June 7, 1968.

0662

NAVAL WAR COLLEGE  
NEWPORT, RHODE ISLAND  
02840

CHAIR OF ECONOMICS

July 23, 1968

Rear Admiral Richard W. Bates, U.S. Navy (Ret.)  
12 Mt. Vernon Street  
Newport, Rhode Island 02840

Dear Admiral Bates:

May I compliment the vestry of Trinity Church in acceding to the desires of young people by putting on a folk singers service last Sunday. This was greatly enjoyed by my family and many of the visiting officers to the Senior Executive Management Course with whom I have spoken.

In view of your willingness to try out new ideas you might be interested, and amused, by this article of mine on Economics and the Bible which I will ask you to return as it is my only remaining copy. It shows how a social scientist tends to look at the Bible and it is clear that my view of the Old Testament sometimes leads to anti-semitism. These charges I believe to be unfair, but there is no doubt that in a sense the Christian Doctrine did repudiate much of the Old Testament which represented a more primitive view of life as did, for that matter, early Christian Doctrine.

Sincerely yours,

*Philip L. Gamble*  
Philip L. Gamble *lpg*

0663



NAVAL WAR COLLEGE  
NEWPORT, RHODE ISLAND  
02840

SEP 13 1968

Dear Rafe:

Your fine presentation of "Naval Decision Making" to the Naval Command and Staff Interim Course last month was particularly beneficial to and well received by the students.

These officers especially appreciated your emphasis on the importance and value of study and analysis of past actions in the formulation of sound decisions for the future. I know that your lecture was one of the highlights of the resident portion of the course.

As always, it was a pleasure to have you with us at the Naval War College again, and we look forward to many more such profitable visits.

With best wishes.

Sincerely,



J.C. WYLIE, JR.  
ACTING

Rear Admiral Richard W. Bates, U.S. Navy (Ret.)  
12 Mount Vernon Street  
Newport, Rhode Island 02840

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NAVAL WAR COLLEGE  
NEWPORT, RHODE ISLAND  
02840

OFFICE OF THE PRESIDENT

OCT 25 1968

Dear Rafe:

During the first term at the Naval War College, we will conduct our Naval Operational Planning Study. I would be most appreciative if you could return to our platform to deliver your address entitled, "Naval Decision Making" at 1100 on Wednesday, 20 November 1968. The enclosed lecture information may be helpful during the preparation of this address.

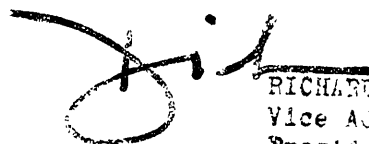
As you know, the program includes a lecture followed by a question period in Sims Auditorium. The length of the remarks is left to your discretion, but normally varies from thirty to fifty minutes to allow time for a meaningful question period. We would also like to plan a luncheon in your honor with a few students and members of the faculty at 1230.

Your audience would consist of the faculty and students of our School of Naval Command and Staff numbering about one hundred sixty officers from all U.S. military services.

If you can accept, please allow us to arrange local transportation. Commander G.H. Winslow, U.S. Navy, will be handling the details of your visit, and can be reached at 841-2565 or 841-2528.

In accordance with policy, I am authorized to provide you a modest honorarium of one hundred dollars in appreciation for your services. I hope you will be able to accept this invitation, for your annual address to our Naval Command and Staff students has become a worthy tradition here at the College.

Sincerely,



RICHARD C. COLBERT  
Vice Admiral, U.S. Navy  
President, Naval War College

Rear Admiral Richard W. Bates, U.S. Navy (Ret.)  
12 Mount Vernon Street  
Newport, Rhode Island 02840

Enclosure

0665

## LECTURE INFORMATION

Lecture Title: "Naval Decision Making"

Scope: An historical analysis of selected naval engagements with emphasis on the effect of command decisions made therein.

Relationship to Curriculum:

This lecture is associated with the Military Planning Process. The students will have received a military planning orientation lecture plus lectures on the Principles of War, Commander's Estimate of the Situation, and Considerations Affecting Possible Courses of Action. This lecture on Naval Decision Making should provide the student with an insight as to how various factors affect the Commander's decision in "real life" and should stress the importance of the application of the Military Planning Process in arriving at sound decisions. Hence, the student will be better prepared to participate in the decision-making process in the required Indian Ocean area (Green Cruiser) problem.

Specific Areas of Interest:

- a. The use of the Military Planning Process and its flexibility should be pointed out so that the students will gain a further appreciation of its benefits as an aid to decision-making and command.
- b. Examples from history wherein the outcome of battles at sea was influenced by adherence or non-adherence to certain basic principles applicable to the solution of military problems; i.e., correctly determining the objective; testing of the means as to suitability, feasibility, and acceptability.

0666

OFFICE OF THE PRESIDENT-ELECT

RICHARD M. NIXON

WASHINGTON, D.C.

December 2, 1968

Mr. R. Bates  
12 Mt Vernon St  
Newport, Rhode Island 02840

Dear Mr. Bates:

As you may know, I have pledged to bring into this Administration men and women who by their qualities of youthfulness, judgment, intelligence and creativity, can make significant contributions to our country. I seek the best minds in America to meet the challenges of this rapidly changing world. To find them, I ask for your active participation and assistance.

You, as a leader, are in a position to know and recommend exceptional individuals. The persons you select should complete the enclosed form and return it to you. I ask that you then attach your comments. My staff will carefully review all recommendations for inclusion in our reservoir of talent from which appointments will be made.

I will appreciate greatly, Mr. Bates, your taking time from your busy schedule to participate in this all-important program.

Sincerely,



Richard M. Nixon

RNN/jww  
Enclosures

0667

NAVAL WAR COLLEGE  
NEWPORT, RHODE ISLAND  
02840

OFFICE OF THE PRESIDENT

DEC 12 1968

Dear Rafe:

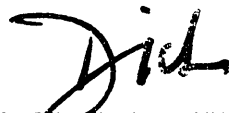
Thank you so much for giving your lecture to this year's Naval Command and Staff students. As we expected, they benefited considerably from your expertise and knowledge of the subject.

I would like, at this time, to invite you to return to address our Naval Command Course at 1015 on Monday, 10 February 1969. Lecture Information is enclosed for your use in preparation.

This year we have twenty-six students in the Naval Command Course, and you would have the choice of addressing them in either their Lecture Room or Conference Room. A luncheon is scheduled at 1230, following your lecture.

I hope you will be able to come and speak to our Free World naval officers in February, for I know they will gain a great deal of insight into naval decision-making from your visit, as have those in previous classes. We look forward to seeing you again, and in the meantime if I can be of any assistance, please feel free to contact me.

Sincerely,



RICHARD G. COLBERT  
Vice Admiral, U.S. Navy  
President, Naval War College

Rear Admiral Richard W. Bates, U.S. Navy (Ret.)  
12 Mount Vernon Street  
Newport, Rhode Island 02840

Enclosure

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## LECTURE INFORMATION

Lecture Title: Naval Decision-Making

Scope: A discussion highlighting the importance of naval decision-making in the military planning process using selected naval engagements as examples of the effects of command decisions.

### Relationship to Curriculum

This lecture is an integral part of the Naval Command Course Operational Planning Study. Other lectures in the study will be Naval Staff Procedures, Joint and Combined Staffs, The Estimate of the Situation, The Planning Process and Contemporary Decision Making. This lecture is designed to use historical example to demonstrate to the student how various factors affect the Commander's decision and should stress the importance of the Military Planning Process in arriving at sound decisions.

### Specific Areas of Interest:

- a. The use and flexibility of the Military Planning Process in contributing toward sound naval decision-making.
- b. Examples from history whereby the outcome of tactical sea battles was influenced by the adherence or non-adherence to decision-making principles.



COMMANDER MINE FORCE, U. S. ATLANTIC FLEET  
CHARLESTON, SOUTH CAROLINA

30 December 1968

Dear Admiral Bates:

I have just received notification of my acceptance to Navy Membership in The New York Yacht Club and want to thank you for your help in making it all possible.

Although we are enjoying ourselves immensely in Charleston, we do miss all of our old friends up there. It is just about time for the annual Reading Room New Year's Dinner and I would certainly like to be there and raise a glass with all of you. Perhaps we'll have an opportunity to get back for a time at least, during this coming summer.

Warm regards, and renewed thanks for your help with The New York Yacht Club.

Sincerely,

~~DOUGLAS C. PLATE~~

~~Rear Admiral, U. S. Navy~~

Rear Admiral R. W. Bates, USN (Ret)  
12 Mount Vernon Street  
Newport, Rhode Island

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